

Technical Report 1026

Survey of Total Army Military Personnel: Analyses of Active Duty and Reserve/Guard Army Nurse Corps Data

Peter F. Ramsberger and Ani S. DiFazio
Human Resources Research Organization

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13. ABSTRACT (Maximum 200 words) Data collected from Army Registered Nurses (RNs) as part of the Survey of Total Army Military Personnel (STAMP) are examined in this report. The principal goal of the analyses was to isolate those factors related to retention decisions. That is, what are the correlates with the decision to remain in or leave the Army Nurse Corps (ANC). Because of the large volume of data collected as part of STAMP, a series of factor analyses were performed. For Active Duty personnel, 33 composites were formed; 26 were found for the Reserves. These were then entered into a series of multiple regressions along with individual variables that did not load on any of the factors. For both components, anxiety regarding the downsizing, job satisfaction and commitment, years of service, and whether one anticipated serving during combat were significant predictors of retention plans. Family-related concerns entered into prediction equation for Active Duty personnel; concerns over future mobilizations were important for Reserve ANC officers. The conclusions suggest that Operations Desert Shield/Storm had little direct impact on the future plans of these nurses; however, they did appear to highlight the possibility of other deployments that, in turn, had an impact on retention decisions.				
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of Active Duty and Reserve/Guard Army
Nurse Corps Data**

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FOREWORD

This report examines data provided by Active Duty and Reserve Force Army Nurse Corps (ANC) personnel as part of the Survey of Total Army Military Personnel (STAMP). Some 51,000 soldiers were sent surveys in 1991-1992 asking for their input on a vast array of topics, including the impact of Operations Desert Storm and Desert Shield (ODS/S) on morale and performance, plans for remaining in the Army, perceptions of the military drawdown and its impact on them/the Army, and assessments of various indicators of readiness. The data provided by ANC personnel were examined in an attempt to uncover those factors that have an impact on reenlistment decisions. To the extent that the ANC is subject to personnel reductions, those responsible for implementing these policies will need to know as much as possible about the thoughts and attitudes of those most affected.

This report was prepared by the Human Resources Research Organization (HumRRO) under the contract entitled *Manpower and Personnel Research and Studies (COMPRS) for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI)*. In addition to ARI, the United States Army Recruiting Command (USAREC) provided support for this effort. Ronald Tiggie of ARI served as the technical monitor. Wendell Wilson of USAREC also served as principal point of contact and source of guidance.

The HumRRO project director for this study was Peter Ramsberger. He was the principal author of this report. Data analyses were carried out by Ani DiFazio and Kerry Brown. Robert Sadacca provided technical counsel and assistance. The project itself was administered in the Personnel Selection and Classification program area, whose director is James Harris.

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SURVEY OF TOTAL ARMY MILITARY PERSONNEL: ANALYSES OF ACTIVE DUTY AND RESERVE/GUARD ARMY NURSE CORPS DATA

EXECUTIVE SUMMARY

Requirement:

The Army Nurse Corps (ANC) is composed of approximately 18,570 Registered Nurses (RNs) (4,000 Active Duty and 14,570 Reserve Officers). To maintain readiness, approximately 1,500 new nurses must be accessed each year (500 Active Duty and 1,000 Reserve). ANC personnel were included in the 1991-1992 Survey of Total Army Military Personnel (STAMP), which collected a wide range of information on attitudes toward such recent and ongoing events as Operations Desert Shield/Storm (ODS/S) and the military downsizing. This report summarizes analyses intended to uncover the relationships between such factors and intention to stay in or leave the ANC.

Procedure:

Three primary analytic techniques were used: (1) Factor analyses were conducted to reduce the extensive amount of data to a more reasonable set; (2) Repeated measures analyses were applied to items in which respondents were asked to assess satisfaction with various job and personal factors before, during, and after ODS/S, and; (3) Multiple regressions were conducted to determine what combination of variables best predicted intention to stay in or leave the ANC. All analyses were conducted separately for Active Duty and Reserve Guard ANC officers.

The before/during/after data were subjected to factor analyses in which all of the evaluations for a given time referent were entered. Loadings of .40 or higher were evaluated, with the decision as to which variables should be included on a factor based on both the numerical outcome and an assessment of the face validity of the results. Six very similar composites resulted for each component. They were labeled (1) unit performance, (2) unit social relations, (3) resource provision, (4) leadership satisfaction, (5) job satisfaction, and (6) combat preparedness. Alpha reliabilities were computed and found to be uniformly high. Composite scores were generated for each individual by taking the mean of his or her responses to the items in a given composite. If there were more than 20% missing data in a particular composite, the case was dropped.

The remaining STAMP data were also subject to factor analyses. In this case, 33 composites were isolated for Active Duty nurses and 26 for the Reserve/Guard. Composite scores were calculated by taking the mean of an individual's responses to the items in a given factor as long as at least 80% of the items in the factor were non-missing for that individual. When more than 20% of the data for a composite were missing, the overall composite mean was substituted for that case. Further, when more than 10% of the cases had means substituted for missing values, a dummy variable was created indicating that this was the case. Factor analyses were then run on the dummy variables themselves, and factor scores generated. These scores were then entered into the regressions along with their associated variable. For those dummy variables that did not load high on any factor, the dummy variable itself was entered into the regression along with its associated variable. This allowed for maximum use of the available information, while controlling for the use of means in place of missing data.

Findings:

Repeated measures analysis of variance was conducted to determine if there were differences between time frames in the composite scores and whether being deployed during ODS/S had an impact on the ratings given. For Active Duty nurses, time was only of significance in the areas of job satisfaction and combat preparedness, the former being rated highest during ODS/S, and the latter highest afterwards. Among Reserve RNs, those who were deployed during the Gulf War rated leadership satisfaction lower during and after, resource provision higher before and after, and unit social relations lower during the Gulf War. If there is a general trend across the two components, it appears to be that those who were required to report to a new duty station during the Gulf War were not as impressed with the unit performance, resources available, and leadership while ODS/S was in progress as those who remained at their permanent stations. At the same time, job satisfaction appears to be somewhat on the decline as it was generally rated lowest among both groups after ODS/S.

Multiple regression analyses were conducted with composite and individual item scores entered to predict career intentions. An iterative process was used in which blocks of variables were first entered into the regression. When a given block failed to produce a significant increase in the R^2 , it was eliminated. For those blocks retained, individual variables were next examined to determine if they resulted in a significant increase in predictive power. This was done through a series of analyses with an increasingly restrictive criterion (e.g., p-value).

For Active Duty RNs, there were 24 variables in the final regression model; for Reserve/Guard ANC officers the corresponding number was 21. Several dimensions emerged as significantly related to career intentions for both components, including anxiety regarding the current Army, general effect of the downsizing, assessment of whether one will be separated involuntarily, importance of the Army, evaluation of the current promotion

system, job satisfaction after ODS/S, and whether one thought they would ever serve in a combat situation while in the Army. Other dimensions that were significantly related to career intentions for Active Duty nurses included years served, rank, and several family-related dimensions (e.g., life stress and support from spouse). Factors important for Reserve/Guard RNs included evaluation of ability to physically endure combat, whether or not they would recommend a military career, and the effects of the downsizing on personal life.

In general, it appears that the downsizing is playing a central role in determining the future plans of ANC personnel. In addition, job satisfaction and commitment, family-related domains (for Active Duty personnel), and concerns regarding serving in combat (particularly for Reserve nurses) are other key elements. At the same time, factors specifically related to ODS/S appeared to have little impact on career intentions.

Utilization of Findings:

Implications of these data focus primarily on the need for information concerning the drawdown to alleviate fears about what the future holds. In addition, the data reinforce the already well known importance of family factors in making retention decisions.

SURVEY OF TOTAL ARMY MILITARY PERSONNEL: ANALYSES OF ACTIVE DUTY AND RESERVE/GUARD ARMY NURSE CORPS DATA

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SURVEY OF TOTAL ARMY MILITARY PERSONNEL: ANALYSES OF ACTIVE DUTY AND RESERVE/GUARD ARMY NURSE CORPS DATA

Background

In five short years, the world situation has evolved such that the vital role of the United States military in defending the country's domestic and international interests has been both underscored and undercut. In December 1989, U.S. troops were sent to Panama to dislodge Manuel Noriega. Less than one year later, over 200,000 American fighting forces were in the Persian Gulf as part of Operation Desert Shield. This number nearly doubled by the time the air and ground wars of Operation Desert Storm were launched in early 1991. Unfolding events in Bosnia, Somalia, Haiti, and Rwanda continue to focus attention on the men and women who are the backbone of the world's only remaining superpower.

And yet, while the stunning success of the victory over Iraq bolstered the pride of the U.S. people in their military, concurrent events in Europe were causing many to question the need for defense expenditures at the level that had been maintained throughout the decade of the eighties. In November of 1989 the Berlin Wall was opened for the first time in 28 years. Communist governments in Czechoslovakia, Romania, and other Eastern bloc countries soon began to fall. Such dramatic developments culminated with the dissolution of the Soviet Union and the reunification of East and West Germany.

The calls for a diversion of defense dollars to other programs and problems have led to a reduction in force that has been the cause of great concern for each of the military services. In terms of sheer numbers, however, the Army must bear much of the burden of the drawdown simply because it is the largest branch. By end of FY 1993, the Army had reduced its enlisted ranks by some 143,000 and its officer slots by over 14,500 as compared to 1990 levels. Further cuts will be required before the drawdown is completed in 1995.

The Survey of Total Army Military Personnel (STAMP). It is understandable that with all of the above transpiring, there is concern among Army personnel managers about the well-being of the soldiers in its ranks. To assess the status of the force, the Army Research Institute was directed to conduct a major survey on such issues as the impact of Operations Desert Storm/Shield (ODS/S) and the drawdown on job satisfaction, confidence in leadership, and retention plans (see Table 1). Thus the Survey of Total Army Military Personnel (STAMP) was conducted in 1991 and 1992.

One goal of STAMP was to be as inclusive as possible; officer and enlisted personnel from both the Active Duty and Reserve forces were to take part. Although some tailoring of the instrument was required to address the potentially different experiences and concerns of these various groups, the four surveys (Active Officer, Active Enlisted, Reserve Officer, and Reserve Enlisted) overlapped to a great extent. Items were deleted and added on an as-needed basis, with wording changes also incorporated where appropriate.

Table 1
STAMP Questionnaire Content

SECTION	SAMPLE QUESTIONS/TOPICS	# of Items
BACKGROUND	Gender/Race/Rank	14
CAREER	Overall satisfaction/Retention plans	44
COMBAT EXPERIENCE	Ever served in/Willingness to serve in	18
ODS/S	Whether deployed/Satisfaction with Performance/Support before, during, after	146
JOB SATISFACTION	Satisfaction with coworkers, work hours	56
FAMILY	# of dependents, Impact of ODS/S on	51
CURRENT EVENTS	Impact of drawdown/Satisfaction with information on	59
POLICY ISSUES	Women in combat/Separation bonuses	36
All Sections		424

Surveys were distributed beginning 12 December 1991. To increase response rates, additional surveys were sent to nonrespondents starting at the end of April 1992, and data were collected through July of that year. A total of 51,000 Army personnel were included in the final STAMP sample: 21,000 Active Duty; 14,000 Army National Guard (ARNG); 13,000 U.S. Army Reserve (USAR), and; 3,000 Individual Reservists (IR). The final response rates for Active Duty personnel are shown in Table 2.

Table 2
STAMP Response Rates
Active Duty Personnel

	Commissioned Officers	Enlisted Personnel	Warrant Officers
Sample	8,791	11,391	2,082
Completed	5,057	4,693	1,273
Response Rate	58%	41%	61%

Source: U.S. Army Research Institute.

Army Nurses. The Army Nurse Corps (ANC) is composed of approximately 18,570 Registered Nurses (RN), 4,000 Active Duty and 14,570 Reserve Officers. To maintain readiness, some 1,500 new nurses must be accessed each year (500 Active Duty and 1,000 Reserve). Like their counterparts in other fields in the Army, nurses have borne the consequences of ongoing events that have had such a heavy impact on the military services.

It is estimated that some 2,300 ANC officers were deployed in and around the Persian Gulf region during Operations Desert Shield/Storm. Many others were called upon to take up positions left temporarily vacant by those sent overseas. In both cases this meant leaving homes and families for a period of time whose duration was unknown as the conflict brewed.

The ANC has also been affected by the drawdown. Estimates suggest that by 1995 there will be a ten percent reduction in staff. As is/was true for their fellow soldiers, many nurses entered the military, not as a temporary way station, but with thoughts of a career in mind. Being asked to leave before they had intended can cause upheaval and anxiety. In addition, reductions in force can have a larger impact, with even those untouched by the personnel actions feeling insecure as they see what transpires around them. This can lead to voluntary early-outs by those who feel it is better to leave on ones own terms when one chooses.

Compounding the problem for medical personnel, including nurses, are the uncertainties associated with the apparent forthcoming changes in the health care system in the United States. The recent past has seen a complete reversal of the employment picture for RNs, from a shortage and wide-open job market to one of restricted hiring practices (Schultz & Brown, 1994). As hospitals and other medical institutions respond to complaints concerning high costs, personnel reductions and job realignments have become the rule rather than the exception. For those leaving the ANC, what once would have been an almost certain immediate entry into the civilian nursing arena is now not quite as clear.

Because these factors make nurses rather unique in the span of military specialists, a separate examination of their responses to STAMP was deemed desirable. The methodology employed in doing so was identical for the Active and Reserve components, and so is described just once. The analyses themselves were done separately for each component. The central goal of the analysis was to provide insight into the factors that affect retention decisions. Given the massive amount of data collected through STAMP, factor analyses were performed to reduce the data. Two analytic techniques were subsequently applied: repeated measures ANOVAs and hierarchical regressions. These steps are described below, along with the results and a brief discussion of their implications.

The Sample. Tables 3 through 8 provide background information about the Active Duty and Reserve RNs.¹ As might be expected, both groups were predominately female (75%). There were somewhat less Whites in the Active Duty forces than in the Reserves (72% vs. 80%). Those on active duty were more likely to never have been married (20% vs. 13%), and on the flip side, there was a higher proportion of divorcees among the Reservists (22% vs. 13%). It follows from the marital status data that Active Duty ANC members were more likely to be childless (46% vs. 36%).

¹ All of the data presented in this report have been weighted to correct for probability of selection and nonresponse bias, and to effect post-stratification adjustments.

In terms of military status, Active Duty officers were more frequently in the middle ranks (e.g., Captain, Major), whereas both groups were heavily concentrated in the medical/surgical specialty. The average length of service at the time of the survey was 9.3 years for Active Duty nurses, and 7.8 years for those in the Reserve/Guard (who also averaged 2.5 years Active Duty service).

Table 3
Gender of Active Duty and Reserve RNs

Gender	Active	Reserve	Total
Male	84 25.4	274 24.6	358 24.8
Female	247 74.6	841 75.4	1088 75.2
Total	332 100.0	1115 100.0	1446 100.0

Table 4
Race/Ethnicity of Active Duty and Reserve RNs

Race/Ethnicity	Active	Reserve	Total
White	237 72.3	876 80.4	1113 78.5
Black	56 17.1	147 13.5	203 14.3
Hispanic	20 6.1	45 4.1	65 4.6
American Indian	3 0.91	4 0.37	7 0.49
Asian	7 2.1	12 1.1	19 1.4
Other	5 1.5	6 0.55	11 0.77
Total	328 100.0	1090 100.0	1418 100.0

Table 5
Marital Status of Active Duty and Reserve RNs

Marital Status	Active	Reserve	Total
Never Married	66 20.0	143 12.8	209 14.5
Married	210 63.6	677 60.7	887 61.4
Separated	9 2.7	42 3.8	51 3.5
Divorced	44 13.3	242 21.7	286 19.8
Widowed	1 0.3	11 0.98	12 0.83
Total	330 100.0	1115 100.0	1445 100.0

Table 6
Number of Dependent Children—Activity Duty and Reserve RNs

Number of Dependents	Active	Reserve	Total
None	154 46.5	399 35.8	553 38.3
One	60 18.1	237 21.3	297 20.5
Two	83 25.1	285 25.6	368 25.5
Three	27 8.2	139 12.5	166 11.5
Four or more	7 2.1	54 4.8	61 4.2
Total	331 100.0	1114 100.0	1445 100.0

Table 7
Rank of Active Duty and Reserve RNs

Rank	Active	Reserve	Total
2LT	37 11.2	409 36.6	446 30.8
1LT	60 18.1	147 13.2	207 14.3
CPT	123 37.2	174 15.6	297 20.5
MAJ	84 25.4	25 2.2	109 7.5
LTC	25 7.5	126 11.3	151 10.4
COL	2 .06	235 21.1	237 16.4
Total	331 100.0	1116 100.0	1447 100.0

Table 8
MOS of Active Duty and Reserve RNs

MOS	Active	Reserve	Total
66A - Health Care Administrator	1 0.3	15 1.4	16 1.1
66B - Community Health	14 4.2	10 0.94	24 1.7
66C - Psychiatric Mental Health	13 3.9	30 2.8	43 3.1
66D - Pediatric	19 5.7	4 0.38	23 1.6
66E - Operating Room	29 8.8	151 14.2	180 12.9
66F - Nurse Anesthetist	15 4.5	61 5.7	76 5.4
66G - OBGYN	21 6.3	19 1.6	38 2.7
66H - Medical Surgical	172 52.0	647 60.7	819 58.7
66J - Clinical	47 14.2	111 10.4	158 11.3
Other	0 0.0	19 1.8	19 1.4
Total	331	1065 100.0	1396 100.0

The Dependent Measures. The primary focus of the analyses of the Active Duty and Reserve RN STAMP data was on factors related to their intentions to stay or leave the Corps. Several questions scattered throughout the STAMP surveys addressed this topic. The specific items that entered the composites will be detailed in full as the methodology used to derive them is described. Note that here, as in all cases, variables were coded so that the most positive response to the item had the highest score.

Table 9 summarizes the responses of the Active Duty and Reserve RNs to the most direct question regarding retention intentions. As these data demonstrate, a large percentage of both components plan to stay at least until retirement after 20 years of service (48% of Active Duty and 60% of Reserve/Guard). An additional 22% of each component said that they will (or have already) stayed beyond their current obligation but are unsure if they will remain in service until retirement. Finally, nine percent of Active Duty RNs and twice that proportion of the Reserves indicated that they will most likely leave after their current term.

Generally, therefore, it seems that desire to remain in the ANC was strong among both Active Duty and Reserve RNs. This is further supported by the data shown in Table 10, which summarizes the results from five other relevant questions asked of those on active duty. When asked what the likelihood was that they would serve until retirement, 60% responded that they probably or definitely would, with 26% saying they'd stay *beyond* the twenty year requirement. This obviously paints an even rosier picture of the retention prospects, although it is impossible to explain the lack of consistency with the data described earlier.

The news is also good for the Reserve components in terms of the support they are likely to get from ANC members when they leave active duty. Fully 63% of the STAMP RN respondents said they would probably or definitely join the Active Reserve/Guard, while 63% indicated that they would join the U.S. Army Reserve.

Time-Related Variables

A series of STAMP questions asked respondents to rate various aspects of their military lives before, during, and after Operations Desert Shield and Desert Storm. The 35 items are shown in Table 11. Because each element was rated three times, the total number of time-related variables was 105 per respondent. In an effort to reduce this number, factor analyses were performed.

Data Reduction. The first step taken in deriving composite measures was to split the variables into two groups. This was done primarily because of the large number of missing cases spread across these items. Had we attempted factor analyses on the entire set, a very large number of cases would have been lost as a result of missing data on one or more of the individual questions. Splitting them reduced the chances that a given case would have missing data for any one of the items in the smaller set (and thus be eliminated from the analysis).

Table 9
Future Plans of Active Duty and Reserve/Guard ANC Officers

Active (Item F015)	N	Reserve (Item G018)	N
Definitely leave after obligation	16 4.9	Definitely leave before present obligation met	15 1.3
Probably leave	15 4.6	Probably leave before present obligation met	46 4.1
Undecided	68 20.7	Definitely leave after obligation met	39 3.5
Probably stay, not sure about Retirement	41 12.5	Probably leave after obligation met	100 8.9
Have stayed, not sure about retirement	31 9.4	Probably stay, but not until retirement	243 21.7
Plan to stay 20 yrs.	100 30.4	Definitely stay until retirement	679 60.5
Plan to stay > 20 yrs.	58 17.6		
Total	329 100.0		1122 100.0

Table 10
Future Plans of ANC Active Duty Nurses

	Likelihood of staying until retirement (E015)	Likelihood of staying beyond retirement (E016)	Likelihood of joining US Army Reserve (E043a)	Likelihood of joining Army National Guard (E043b)	Likely join Active Guard/Reserve (E043c)
Definitely	103 31.3	22 6.5	74 27.3	16 6.3	85 33.3
Probably	94 28.6	67 19.8	89 32.8	18 7.1	76 29.8
Don't Know	49 14.9	69 20.3	36 13.3	65 25.5	59 23.1
Probably Not	61 18.5	101 29.8	49 18.1	90 35.3	23 9.0
Definitely Not	22 6.7	80 23.6	23 8.5	66 25.9	12 4.7

The initial split was done conceptually; the first set of variables contained items that related to concrete job elements (e.g., pay, mail service) as well as unit level factors (relations with coworkers, unit performance). The second group included personal job satisfaction elements, and leader-related concerns. (See Table 11.)

Factor analyses with varimax rotation were performed on each of the two sets of variables at each of the three points in time (before, during, and after ODS/S). Six stable factors resulted that were largely similar across components and time periods. These were characterized as: 1) Unit Performance (e.g., teamwork, morale, combat performance); 2) Social Relations (e.g., ability to discuss work/family issues with others, having others who would help with a favor); 3) Resource Provision (e.g., having time, equipment, and transportation to do the job right); 4) Leadership Satisfaction (e.g., leaders are good, listen to suggestions); 5) Job Satisfaction (e.g., personal morale, desire to leave the Army), and; 5) Combat Preparedness (preparedness for deployment, ability to perform well in combat). The item groupings are shown in Tables 12 and 13, whereas the factor loadings are contained in Appendix Tables A-1 and A-2.

The factor loadings within certain composites (e.g., five and six) were not as consistently high for ratings made in reference to the time *during* ODS/S as they were before and after. This makes some sense, given that two relatively peaceful periods are being contrasted with a time of war. In order to compare the ratings from the three periods of time, however, the composites formed had to be identical. Therefore, the before/after factor structure was imposed on the "during" ratings.

To test the robustness of these results, reliabilities were calculated. As shown in Tables 14 and 15, these were uniformly high, indicating that the dimensions resulting from these analyses are indeed stable.

Armed with these assurances, composite scores were computed by calculating the mean of each respondents' answers to the items in a composite. Note that this was not done when an individual answered less than 80% of the items making up a composite. These cases were simply eliminated from future analyses.

Table 11
Time-Related Items From Active Duty and Reserve Officer STAMP

Question #	Question	Conceptual Group #
72	Army gives me enough information to make personal decisions.	1
73	My pay/allotments are handled accurately.	1
74	I am satisfied with mail delivery.	1
75	Medical and dental services are easily available to me.	1
76	My morale is high.	2
77	I have enough time to do my job right.	1
78	I have enough equipment/supplies to do my job right.	1
79	Transportation is adequate to do my job right.	1
80	I am well trained to perform my duty assignment.	2
81	I feel my work is appreciated.	2
82	Overall, I am satisfied with my job.	2
83	I am well prepared for rapid deployment.	2
84	There are people in my unit I can count on for help or a favor.	1
85	There are people in my unit with whom I can have fun and relax.	1
86	There is someone in my unit who will listen/understand about career.	1
87	There is someone in my unit who will listen/understand about family.	1
88	The job I am doing is important.	2
89	I frequently feel like leaving the Army.	2
90	Boredom in my job is a problem for me.	2
91	I am confident in my ability to perform my assigned duties.	2
92	I am very worried about my family.	2
93	My immediate leader has the trust and confidence of senior leaders.	2
94	I am confident that immediate leader can perform his/her duties.	2
95	My immediate leader encourages/is open to comments and suggestions.	2
96	My immediate leader is a good leader.	2
97	The leaders in my unit work well together as a team.	2
98	My unit works well together as a team.	2

Table 11 (continued)
Time-Related Items From Active Duty and Reserve Officer STAMP

Question #	Question	Conceptual Group #
99	My unit is well prepared to perform its assigned mission.	1
100	The morale in my unit is high.	1
101	I am satisfied with my unit's performance.	1
102	My unit is well prepared for rapid deployment.	1
103	The Army is concerned about the welfare of its soldiers.	2
104	I am confident that I could perform well in combat.	2
105	I am confident that members of my unit could perform well in combat.	1
106	I am confident that my leaders could perform well in combat.	2

Table 12
Factor Composition for Time-Related Variables--Active Duty

Composite		Variables
#	Title	
1	Unit Performance	E098 - My unit works well together as a team. E099 - My unit is well prepared to perform its mission. E100 - The morale in my unit is high. E101 - I am satisfied with my unit's performance. E102 - My unit is well prepared for rapid deployment. E105 - I am confident that my unit could perform well in combat.
2	Unit Social Relations	E084 - There are people in unit that I could count on for help/favor. E085 - There are people in unit with whom I can have fun/relax. E086 - There are people in unit who'll listen/understand about job. E087 - There are people in unit who'll listen/understand about family.
3	Resource Provision	E073 - My pay/allotments are handled accurately. E074 - I am satisfied with mail delivery. E075 - Med/Dental services are easily available to me. E077 - I have time to do my job right. E078 - I have equipment/supplies available to do my job right. E079 - Transportation is adequate to do my job right.
4	Leadership Satisfaction	E093 - My immediate leader has the trust/confidence of senior leaders. E094 - I am confident that my immediate leader can perform duties. E095 - My immediate leader is open to suggestions. E096 - My immediate leader is a good leader. E097 - The leaders in my unit work well together as a team. E106 - Confident that my leaders could perform well in combat.
5	Job Satisfaction	E076 - My morale is high. E081 - I feel my work is appreciated. E082 - Overall, I am satisfied with my job. E089 - I frequently (don't) feel like leaving the Army. E090 - Boredom in my job is (not) a problem for me. E103 - The Army is concerned about the welfare of its soldiers.
6	Combat Preparedness	E083 - I am well prepared for rapid deployment. E104 - I am confident that I could perform well in combat.

Table 13
Factor Composition for Time-Related Variables--Reserve

Composite		Variables
#	Title	
1	Unit Performance	E098 - My unit works well together as a team. E099 - My unit is well prepared to perform its mission. E100 - The morale in my unit is high. E101 - I am satisfied with my unit's performance. E102 - My unit is well prepared for rapid deployment. E105 - I am confident that my unit could perform well in combat.
2	Unit Social Relations	E084 - There are people in unit that I could count on for help/favor. E085 - There are people in unit with whom I can have fun/relax. E086 - There are people in unit who'll listen/understand about job. E087 - There are people in unit who'll listen/understand about family.
3	Resource Provision	E077 - I have time to do my job right. E078 - I have equipment/supplies available to do my job right. E079 - Transportation is adequate to do my job right.
4	Leadership Satisfaction	E093 - My immediate leader has the trust/confidence of senior leaders. E094 - I am confident that my immediate leader can perform duties. E095 - My immediate leader is open to suggestions. E096 - My immediate leader is a good leader. E097 - The leaders in my unit work well together as a team.
5	Job Satisfaction	E081 - I feel my work is appreciated. E082 - Overall, I am satisfied with my job. E088 - The job I am doing is important. E090 - Boredom in my job is (not) a problem for me.
6	Combat Preparedness	E080 - I am well trained to perform my duty assignment. E083 - I am well prepared for rapid deployment. E091 - I am confident in my ability to perform my assigned duties. E104 - I am confident that I could perform well in combat.

Table 14
Composite Reliabilities for Three Points in Time - Active Duty

Factor #	Composite Title	Reliabilities		
		Before	During	After
1	Unit Performance	.86856	.84997	.84810
2	Unit Social Relations	.88050	.86963	.88913
3	Resource Provision	.73573	.68576	.78046
4	Leadership Satisfaction	.92717	.91067	.92509
5	Job Satisfaction	.78613	.77581	.82245
6	Combat Preparedness	.68120	.72333	.70198

Table 15
Composite Reliabilities for Three Points in Time
Reserve Officers

Factor #	Composite Title	Reliabilities		
		Before	During	After
1	Unit Performance	.88716	.86439	.87407
2	Unit Social Relations	.88740	.88468	.89269
3	Resource Provision	.72981	.63177	.72748
4	Leadership Satisfaction	.91116	.92814	.90338
5	Job Satisfaction	.78528	.74256	.80410
6	Combat Preparedness	.71919	.70730	.73027

Repeated Measures Analyses. Finally, repeated measures ANOVAs were run to determine if there were significant differences in composite scores based on time and deployment status.² The results for Active Duty nurses are summarized in Table 16. Overall it is apparent that the time referent the respondent was using (before, during, after ODS/S) had a more consistent effect than did whether or not one was deployed. However, deployment by time interaction effects were also significant for each composite, suggesting that mobilization status did have an impact on responses. This is chiefly reflected in the fact that those who served away from their normal base of operations rated unit performance, resources available, leadership, and job satisfaction *lower* during the Gulf War than did those who were not deployed. It is not surprising that job satisfaction and ratings of unit performance were rated lower when there was also less satisfaction with the resources available to do the job and leadership factors, as the latter contribute to the former. It is also possible that there was a greater (perceived) *need* for resources and leadership while deployed, particularly in a wartime environment. Thus, satisfaction with these elements was lower among those who were deployed than it was for those who stayed at home. Finally, being sent to an alternate duty station may, in and of itself, breed dissatisfaction, as one attempts to adapt to new living situations, new standard operating procedures, and (perhaps) new co-workers and superiors.

Perhaps countering the last explanation for more negative ratings by those who were deployed is the fact that they were at the same time more positive than the undeployed about unit social relations during and after ODS/S and combat readiness at all three points in time.

The repeated measures results for Reserve RNs are shown in Table 17. In this case, time was only of significance in the areas of job satisfaction and combat preparedness, the former being rated highest during ODS/S, and the latter highest afterwards. These results are logical, in as much as the Gulf War gave Reserve forces a chance to put into practice the skills that they have developed in training and, having done so, left them feeling better able to cope with this type of situation in the future (e.g., practice makes perfect).

Among Reserve RNs, those who were deployed during the Gulf War rated leadership lower during and after, resource provision higher before and after, and unit social relations lower during. This latter result may reflect some reported tensions between Active Duty and Reserve personnel when asked to serve side by side. (Although it is curious that the social component was rated highest by Active Duty deployed RNs during ODS/S.)

If there is a general trend across the two components, it appears to be that those who were required to report to a new duty station during the Gulf War were not as impressed with the unit performance, resources available, and leadership while ODS/S was in progress as those who remained at their permanent stations. At the same time, job satisfaction appears to be somewhat on the decline as it was generally rated lowest among both groups after ODS/S.

² Deployment refers to being sent to a different duty station as a result of ODS/S (not necessarily to the Persian Gulf itself).

Table 16
Summary of Repeated Measures Analyses--Active Duty RNs

Composite	N	Time	Total Mean	Dep Mean	NDep Mean	F for Dep	F for Time	F for D x T
1 Unit Performance	358 Dep = 93 NDep = 265	B	3.556	3.552	3.557	2.34	13.18**	13.51**
		D	3.501	3.330	3.572			
		A	3.406	3.412	3.404			
2 Unit Social Relations	366 Dep = 95 NDep = 271	B	3.910	4.005	3.878	12.15**	5.74**	4.98**
		D	3.914	4.117	3.846			
		A	3.830	4.026	3.764			
3 Resource Provision	361 Dep = 94 NDep = 267	B	3.669	3.700	3.658	3.61	155.31**	87.16**
		D	3.448	3.149	3.550			
		A	3.588	3.625	3.576			
4 Leadership Satisfaction	360 Dep = 95 NDep = 265	B	3.605	3.633	3.595	5.12*	18.13**	19.45**
		D	3.490	3.177	3.600			
		A	3.524	3.429	3.558			
5 Job Satisfaction	362 Dep = 94 NDep = 268	B	3.543	3.493	3.560	3.41	16.01**	3.41*
		D	3.460	3.358	3.494			
		A	3.443	3.417	3.452			
6 Combat Preparedness	356 Dep = 91 NDep = 265	B	3.563	3.847	3.468	50.43**	50.40**	27.41**
		D	3.676	4.143	3.521			
		A	3.653	4.117	3.499			

Note: Dep = Deployed; NDep = Not Deployed. B = Before ODS/S; D = During ODS/S; A = After ODS/S.
Deployed-Not Deployed shaded means significantly different, $p < .05$. * $p < .05$; ** $p < .01$

Table 17
Summary of Repeated Measures Analyses--Reserve RNs

Composite	N	Time	Total Mean	Dep Mean	NDep Mean	F for Dep	F for Time	F for D x T
1 Unit Performance	587 Dep = 515 NDep = 73	B	3.495	3.483	3.548	3.62	.45	1.97
		D	3.443	3.409	3.597			
		A	3.484	3.457	3.609			
2 Unit Social Relations	581 Dep = 519 NDep = 62	B	3.994	3.970	4.122	4.69*	.19	.54
		D	3.980	3.947	4.157			
		A	4.015	3.991	4.140			
3 Resource Provision	582 Dep = 520 NDep = 62	B	3.447	3.482	3.260	6.70**	1.01	1.15
		D	3.366	3.388	3.254			
		A	3.423	3.460	3.229			
4 Leadership Satisfaction	589 Dep = 516 NDep = 73	B	3.492	3.468	3.598	8.08**	2.40	4.52*
		D	3.353	3.285	3.655			
		A	3.481	3.438	3.671			
5 Job Satisfaction	577 Dep = 515 NDep = 62	B	3.784	3.803	3.681	.92	8.49**	4.55*
		D	3.916	3.938	3.801			
		A	3.747	3.739	3.784			
6 Combat Preparedness	555 Dep = 495 NDep = 60	B	3.949	3.947	3.956	.01	16.47**	1.07
		D	4.017	4.015	4.025			
		A	4.086	4.093	4.049			

Note: Dep = Deployed; NDep = Not Deployed. B = Before ODS/S; D = During ODS/S; A = After ODS/S.
Deployed-Not Deployed shaded means significantly different, $p < .05$. * $p < .05$; ** $p < .01$

Operations Desert Shield/Storm were, of course, not the only events of military relevance that have occurred in recent years. Of particular importance to many servicemembers has been the drawdown, which poses a potential threat to their careers and requires that many soldiers do more with less in the face of budget tightening. It is difficult to tease out the impact of cutbacks on these ratings, although it may be instructive that among Active Duty RNs none of the dimensions had the highest mean rating after ODS/S, whereas three of the six were rated lowest for this period. This was a time when downsizing, temporarily overshadowed by events in Southwest Asia, reared its head again as further and more drastic resource reductions were implemented.

Predicting Career Intentions

Data Reduction. Multiple regression analyses were conducted to predict propensity to remain in the ANC. The composites formed with the "after ODS/S" ratings (described above) were included as predictors. The rationale for using the "after" data was that these are the ratings most applicable to the here-and-now and thus would provide the most meaningful results. However, the literally hundreds of other STAMP variables made additional data reduction a further priority. Therefore, the following steps were taken in this regard:

- 1) The variables were grouped into logical sets on an *a-priori* basis, as follows:
 - Retention/Career Plans
 - Reserve/Guard Plans, Effect of ODS/S & Drawdown on plans
 - Preparedness
 - Job Satisfaction
 - Perceptions of the Future
 - Family Issues
 - Satisfaction with Working Conditions/Career Issues
 - Satisfaction with Benefits/Standard of Living
 - Recommend Career in Army
 - Effect of Desert Storm
 - Effect of Downsizing
 - Opinions of ODS/S
 - Who Should be Deployed/Women's Issues

As described earlier, this was done to simplify the analytic process and to cut down on the number of cases that would be eliminated from the analyses due to missing data.

- 2) Factor analysis was performed on each set of variables using varimax rotation.
- 3) Composites were derived. The criterion for including a given variable in a factor was that it have a loading of .4 or greater. Face validity was also taken into account, with wildly illogical variables or groupings disregarded. In cases where a given item had a loading above the criterion on two or more factors, the relationship between that variable and the others in the set was taken into

account to determine its most logical "home." When no such "home" was found, the variable was entered into the regression(s) individually.

- 4) Alpha reliabilities were computed for each of the composites. When a given factor failed to achieve a reliability of .6 or greater it was eliminated. In some borderline cases a factor was retained even though it failed to meet this criterion, based on the judgment that there was an obvious relationship between the variables. When the reliability of a composite was higher *without* a given variable, that variable was eliminated from the factor. Again, face validity played a role in making such determinations.
- 5) Composite scores were calculated by taking the mean of an individuals' responses to the items in a given factor as long as at least 80% of the items in the factor were non-missing for that individual.
- 7) For those composites and individual variables with more than 10% of the cases having means substituted due to missing values, a dummy variable was created indicating that this was the case. Factor analyses were then run on the dummy variables themselves, and factor scores generated and entered into the regressions along with their associated variable. For those dummy variables that did not load high on any factor, the dummy variable itself was entered into the regression along with its associated variable. As a result, all cases were used and the information that values were missing for a given case on certain variables became part of the analysis through the use of the dummy variables/factor scores.³

The results of these analyses for Active Duty RNs are summarized in Tables 18 and 19. The same data are provided for Reserve RNs in Tables 20 and 21. (Factor loadings and item reliability information are provided in Tables A-3 and A-4.) As is clear from these results, the composites that survived had uniformly high reliabilities. Variables that did not make any of the composites were entered into subsequent analyses on their own.⁴ A list of all variables entered into the regressions for each component is provided in Appendix A.

³ For a more thorough explanation of this method of dealing with missing data, see Cohen J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences* (Second Edition). Hillsdale, NJ: Lawrence Erlbaum Associates, Inc.

⁴ The only items not included were those on which there was little to no variance due to their content (e.g., EA049A-EA049E, I used a weapon against the enemy in Southwest Asia, Panama, Grenada, Vietnam, Other).

Multiple Regression Analyses. In performing the multiple regressions, the goal was to identify the set of predictors that could account for the greatest amount of variance in the criterion--propensity to remain in the Army.⁵ This was investigated using a multi-stage process in which variables were entered in blocks, starting with 16 groups of items/composites, as follows:

- Demographics--gender/rank/test scores
- Demographics--family characteristics
- General Satisfaction Measures
- Job Satisfaction Measures
- Satisfaction with Benefits/Resources/Services
- Satisfaction with the unit
- Family Issues
- Opinions on Downsizing
- Opinions on ODS/S
- Effect of ODS/S
- Attitudes on Preparedness
- Attitudes Towards Civilian Jobs
- Whether Army Career is Recommended
- Future perceptions/expectations
- Reserve Plans
- Who Should be Deployed

A series of regressions were run in which blocks of variables/components were entered one at a time (e.g., block 1, blocks 1 and 2, blocks 1, 2, and 3, etc.). As a first step, each block was examined to determine if its addition resulted in a significant increase in the R^2 over those entered previously. If so, it was retained; if not, it was dropped. When a block was retained, the next step was to examine the individual variables contained in it. This was done in an iterative fashion, with an increasingly stringent criterion applied for predictors to be retained. In the first round, a given variable was kept if its P value was .20 or less both the first and last time it entered the regression equation.

⁵ The dependent variables were, in fact, the first composites formed. See Tables A-3 and A-4 for a listing of the variables included in them.

Table 18
Outcomes of Factor Analysis and Evaluation of Factor Reliabilities--Active Duty RNs

Pre-Factor Grouping	Number of Variables	Number of Factors	Number of Variables in Factors	Number of Factors Kept	Number of Variables in Factors Kept
Retention/Career & Reserve/Guard Plans	29	7	25	4	14
Preparedness	6	2	5	1	3
Job Satisfaction	36	6	24	5	21
Perceptions of Future	9	1	2	0	0
Family Issues	14	2	7	2	7
Satisfaction, Working Conditions	24	4	15	2	6
Satisfaction, Benefits/Standard of Living	22	5	20	5	19
Recommend Army Career	4	1	4	1	4
Effects of ODS/S	24	3	11	2	8
Effect of Downsizing	27	5	15	5	15
Opinions of ODS/S	20	4	14	1	5
Policy Issues: Women, Deployment	15	5	14	5	14
Total	230	45	156	33	116

Table 19
Active Duty Composite Content and Reliabilities

#	Title	Sample Item	Alpha
1	Retention/Career Plans	I want to stay in the Army as long as I can.	.88498
2	Impact of war on plans	How have the following affected your plans to stay in the Army? ODS/S	.96626
3	Reserve/Guard Plans	When you leave the active duty Army how likely is it that you will: Join an Army Reserve Unit	.71504
4	Future Expectations	If you were to stay in the Army, to what extent would you expect to work in your functional area?	.71431
5	Training for/before ODS/S	How adequate was the training you received to accomplish the tasks in your duty assignment? Before being deployed for ODS/S	.75079
6	Satisfaction w/ Advancement	How competitive for schools and promotions would you be if you were to be evaluated right now taking the nature of your assignments as well, as your performance into account?	.88159
7	Job Fulfillment/Enjoyment	Level of job fulfillment/challenge (Satisfaction with)	
8	Satisfaction with Amount of Things	Special pay (such as bonuses) (Satisfaction with)	.73022
9	Desire to Stay	It would take a lot to convince me to stay in the Army beyond my current obligation or enlistment.	.67838
10	Anxiety Related to Job	My health and safety in my job cause me a great deal of stress and anxiety	.69968
11	Family Stress and Coping	What level of conflict/stress are/were you experiencing... ...now in your family/personal life	.74508
12	Support from Mate	How supportive is your spouse/girlfriend/boyfriend of: You being in the Army	.88549
13	Satisfaction with Leadership	Quality of leadership and management (Satisfaction with)	.84282
14	Anxiety re Current Army	What are the primary sources of any uncertainty you have right now about what you could expect from an Army career? I don't have any uncertainty	.67812

Table 19 (continued)
Active Duty Composite Content and Reliabilities

#	Title	Sample Item	Alpha
15	Satisfaction with (Other) Benefits	Compensation for PCS moves	.86560
16	Satisfaction with Medical & Dental Benefits	Quality of family medical and dental care	.84933
17	Satisfaction with Housing	Living conditions overseas	.84627
18	Impact of Army Experience on Civilian Job Prospects	I have been taught valuable skills in the Army that I can use later in civilian jobs	.78717
19	Satisfaction with Army Family Standard of Living	An Army career allows me to attain the standard of living I want for myself/my family	.78397
20	Recommend Military Career	If a good friend of yours asked your advice about seeing a military recruiter, would you say it was: a good idea; up to him/her; a waste of time	.79820
21	ODS/S Effect in terms of Personal Mobilization	How well did the following personal mobilization plans work for you? Family care plan	.91867
22	ODS/S Effect on Family	What were the nature of the difficulties experienced by your family during ODS/S? Worried about me	.84706
23	General Effects of Downsizing	Do you think that conflict/stress because of the downsizing of the Army has caused any marital problems?	.79506
24	Satisfaction with Info from Military re Downsizing	How reliable are the following sources of information on the cuts in Army strength? Chain of command	.78509
25	Effect of Downsizing on Career	As the Army becomes smaller, do you think that...you will be allowed to stay in the Army beyond your current enlistment/obligation	.73803
26	Satisfaction with Info from Civilian Sources re Downsizing	How reliable are the following sources of information on the cuts in Army strength? Civilian TV & radio	.94021
27	Satisfaction with Info from Military Papers re Downsizing	How reliable are the following sources of information on the cuts in Army strength? Army Times	.71157
28	Non-Regular Army Performance during ODS/S	How well did Army personnel in each of the following categories perform their duties during Operation Desert Shield/Storm? U.S. Army Reserve	.91536

Table 19 (continued)
Active Duty Composite Content and Reliabilities

#	Title	Sample Item	Alpha
29	Opinions re Women in Combat	Women should not be restricted from any specialties for which they can qualify	.80494
30	Exemptions from Service	I believe that exemptions from deployment or mobilization to a combat zone should be given to: Both parents of children < 6 months old	.78628
31	Opinion re Reserve in ODS/S	I believe it was right that... Reservists who drill monthly in TPUs were called up for ODS/S	.82354
32	Reasons for not Opening up Combat Specs to Women	Combat specialties should not be opened to female soldiers because not enough women would... want to serve in them	.83388
33	Advancement of Women	A woman cannot advance in the Army as quickly as a man because certain fields are closed to women	.74773

Table 20
Outcomes of Factor Analyses and Evaluation of Factor Reliabilities--Reserve/Guard RNs

Pre-Factor Grouping	Number of Variables	Number of Factors	Number of Variables in Factors	Number of Factors Kept	Number of Variables in Factors Kept
Retention Plans	11	3	9	2	8
Job Satisfaction	14	4	13	2	8
Perceptions of Future	5	2	4	1	2
Family Issues	6	2	6	1	3
Overall Satisfaction	15	4	11	2	7
Recommend Army	4	1	4	1	4
Effects of ODS/S	31	6	14	2	7
Effect of Downsizing	26	6	17	6	18
Opinions of ODS/S- Performance	8	1	6	1	6
Opinions of ODS/S- Training	4	1	4	1	4
Who Deployed	15	5	15	5	15
Reserve Satisfaction	6	2	5	2	5
Total	145	37	108	26	87

Table 21
Reserve/Guard Composite Content and Reliabilities

#	Title	Sample Item	Alpha
1	Retention/Career Plans	I want to stay in the Army as long as I can.	.90762
2	Events that influence Plans	How has downsizing affected your plans to stay in USAR/ARNG?	.82278
3	Causes of Stress & Anxiety	My job causes me a great deal of stress	.77914
4	Conflict & Stress in Military Job	Level of stress in job now	.71977
5	Family/Life Conflict/stress	Level of stress in personal life now	.70596
6	Likelihood of Future Combat	Other ODS/S likely in next 10 years	.64871
7	Effect of Army on Civilian Plans	Effect of Army on civilian job knowledge/skills	.77031
8	Current Army Causes no Anxiety	Primary source of uncertainty - none	.64073
9	Recommend Military Career	Would like to see son/daughter join military	.76250
10	Performance in ODS/S	Performance of Active Army in ODS/S	.92332
11	Quality of Training for ODS/S	Adequacy of training while deployed ODS/S	.73152
12	Women in Combat	Women should not be restricted from jobs	.82522
13	Exemptions from Deployment	Single parents should be exempt from	.76584
14	Should other than RA have Served in ODS/S	Reservists who drill monthly should serve	.72234
15	Reasons not to open Combat Specialties to Women	Combat specs should remain closed because women wouldn't qualify	.80472
16	Advancement Opportunities for Women	Women can't advance as quickly because jobs are closed	.68019
17	Satisfaction with Info from Army re Downsizing	Reliability of downsizing information from chain of command	.85442
18	Effect of Downsizing on Career Intentions	Likelihood of being able to stay past current enlistment	.71174
19	Effect of Downsizing on Personal Life	The Army will cut strength so quickly my family will suffer	.88022
20	Info from Civilian Sources re Downsizing	Reliability of information from civilian newspapers	.95076
21	Effect of Downsizing on Army	The Army will cut strength so quickly morale will suffer	.77055

Table 21 (continued)
Reserve/Guard Composite Content and Reliabilities

#	Title	Sample Item	Alpha
22	Leaders and Downsizing	Army leadership will make the best decisions to maintain quality Army	.69413
23	Respect for USAR	Reservists treated as equals during deployment	.81268
24	Experience needed by USAR	USAR/ARNG leaders need more active duty experience	.76187
25	Effect of ODS/S on family	Family worried about me during ODS/S	.86537
26	Impact of Personal Mobilization Factors	Family care plan worked well while deployed during ODS/S	.90985

This criterion was tightened with each subsequent iteration ($p \leq .15$, $p \leq .10$, $p \leq .05$, and, for the Reserves who had a larger number of cases, $p \leq .01$). Table 22 shows the results of this process in terms of number of variables included in the model and the associated R^2 for the first and last iterations.

Table 22
Initial and Final Number of Independent Variables
and Resultant Value of R^2 in Estimating Active Duty and Reserve/Guard RN Career Intentions

Sample	N	First Iteration ($p \leq .20$)		Last Iteration ($p \leq .05$ --Active ($p \leq .01$ --Reserve)	
		# of Independent Variables	R^2	# of Independent Variables	R^2
Active Duty	325	112	.7472	24	.6909
Reserve Guard	1,115	86	.5619	21	.5371

As Table 22 demonstrates, the process of winnowing predictors without resulting in a large drop in predictive power was quite successful. Although the number of independent variables themselves dropped nearly 80% between the first and last round of regressions, there was only a 7% reduction in the R^2 . For Reserves, the number of variables dropped more than 75%, while "suffering" only a 4% decline in the R^2 . The final lists of predictors are shown in Tables 23 and 24, along with their associated equation weights. They are categorized and summarized in Figure 1.⁶

⁶ A subsequent analysis was performed in which the variables from the STAMP supplemental RN survey were included with the model derived from the main instrument. Although a significant increase in the R^2 was found (an increase of .0784), an examination of the results suggested that they were either redundant or trivial (e.g., respondents

Table 23
Significant Predictors of Career Intentions
Active Duty ANC Officers

Variable	Description	Standardized Equation Weights
E007	Years of active duty	.34535
COMP9	Desire to stay	.27629
E193c	Likelihood allowed to serve until retirement	.13542
COMP3	Reserve/Guard plans	.13015
E180e	Spouse satisfaction w/ Army family support	.11578
E119	What happens to the Army is important	.12052
E190b	Stress due to unclear goals	.11248
E150	Satisfaction with job security	-.11181
COMP12	Support from mate	.11176
E032	Current system effective re downsizing	-.10620
ODSSC_5	Job satisfaction after ODS/S	.10448
E197a	Never thought Army would send troops to combat	-.10024
E196b	Downsizing effects plans to stay	.09918
E031	Current promotion system effective	.08390
E193d	Likelihood will be separated involuntarily	-.07561
COMP19	Satisfaction re family standard of living	.07546
E114	Work conditions cause stress	.07541
COMP26	Civilian information re downsizing	-.05439
COMP27	Military media information re downsizing	.05297
COMP11	Life stress	-.05053
COMP23	General effect of downsizing	-.04732
COMP14	Anxiety regarding current Army	-.04267
E123	Satisfaction with regulations/discipline	.04190
RANK	Rank at time of survey	.01176

who were negatively influenced by their ANC recruiter or who were working in a doctor's office at the time they were commissioned were more likely to indicate a desire to remain in the ANC).

Table 24
Significant Predictors of Career Intentions
Reserve/Guard ANC Officers

Variable	Description	Standardized Equation Weights
COMP9	Recommend military career	.23122
COMP2	Events that influence plans	.18122
COMP7	Effect of Army on civilian plans	.16551
COMP18	Effect of downsizing on career intentions	.13526
E119	What happens to the Army is important to me	.12704
E008	Months left in obligation	-.08965
E193d	I will be targeted to leave the Army early	-.08766
E114	General aspects of the Army cause stress	.08338
COMP8	Current Army causes no anxiety	-.07189
G011a	Years of active duty service completed	-.07016
COMP4	Conflict/stress in military job	.06335
E190b	My career goals are unclear	.06221
E033	I am physically fit to endure the rigors of combat	.05670
COMP19	Effect of downsizing on personal life	-.04764
COMP6	Likelihood of future combat	-.04490
E197a	Never thought Army would send troops to combat	-.04371
G011b	Years of Reserve/Guard duty completed	.04140
E046a	Volunteer for direct combat specialty if I could	.02817
ODSSC5	After ODS/S job satisfaction	.02474
E031	Current evaluation system promotes best soldiers	-.01953
E010	Last physical readiness test score	-.00676

Variables Predicting Retention -
Active Duty RNs¹

Downsizing

COMP 14--Anxiety re current Army (R/G COMP 8)
COMP 23--Downsizing--general effect (COMP 18)
E193D-- Will be separated involuntarily
E190B-- Career goals unclear
E150-- Satisfaction with job security
COMP 26--Civilian information regarding downsizing
COMP 27--Military media information re downsizing
E193C-- Allowed to serve until retirement
E032-- Current system effective for downsizing
E196B-- Downsizing effects plans to stay

Job Satisfaction/Commitment

E119-- What happens to the Army is important to me
E114-- General aspects of Army cause stress
E031-- Current promotion system effective
ODSSC5-- Job satisfaction after ODS/S
COMP 9-- Satisfaction with job stressors
E123-- Satisfaction with regulations/discipline

Demographics

E007-- Years Served
SRRANK--Rank

Family-Related

COMP 19--Standard of living
COMP 11--Life stress
COMP 12--Support from spouse
E180E-- Spouse satisfaction with Army support of family

Miscellaneous

E197A-- Never thought Army would send troops to war
COMP3-- Reserve/Guard plans

Variables Predicting Retention -
Reserve/Guard Nurses¹

Downsizing

COMP8-- Current Army causes no anxiety (AD COMP 14)
COMP18--Effect of downsizing on career intentions (AD COMP 23)
E193d-- Targeted to leave Army early
E190b-- Career goals unclear
COMP19--Effect of downsizing on personal life

Job Satisfaction/Commitment

E119-- What happens to the Army is important to me
E114-- General aspects of Army cause stress
E031-- Current promotion system effective
ODSSC/5--Job satisfaction after ODS/S
COMP4-- Conflict/stress in military job
COMP9-- Recommend military career

Demographics

G011a-- Years of active duty service
G011b-- Years of Reserve/Guard service
E008-- Months left in obligation
E010-- Last APRT score

War

E197a-- Never thought Army would send troops to combat
COMP2-- Events that influence plans
E033-- I am physically fit to endure combat
COMP6-- Likelihood of future combat
E046a-- Would volunteer for direct combat if I could

Miscellaneous

COMP7-- Effect of Army on civilian plans/status

¹ Variables in bold appear in both models. In the case of composites, bold indicates substantial overlap in composite items.

Figure 1. Variables predicting retention—Active Duty and Reserve/Guard nurses

Conclusions

Through the use of an iterative regression methodology, we were able to vastly reduce the number of variables in the retention model while sacrificing little in terms of the amount of variance accounted for. The R^2 s for both the Active Duty and Reserve RN analyses were substantial (.69 and .54, respectively). The actual results hold few surprises, but still provide insight into the factors of concern to military nurses as they consider whether or not to remain in the Army.

Clearly, the downsizing was a cause for concern among both Active Duty and Reserve RNs. It is certainly understandable that those who feel threatened by the prospect of job loss would be less sanguine about their prospects for remaining in the military. What isn't quite as clear is whether those who did *not* plan on staying until retirement saw themselves being asked to leave, or voluntarily getting out.

In an attempt to shed light on this question, we crosstabulated the item asking for an assessment that the respondent would be separated involuntarily with their current career intentions. Unfortunately, the results confused matters more. We would expect the bulk of those who thought they would be asked to leave service to indicate that they did not plan on remaining with the ANC until retirement. However, of the 61% of the Active Duty sample who thought they would probably or definitely be separated involuntarily, half also said that their plans included remaining on Active Duty at least until retirement at 20 years. This suggests that individuals were either exaggerating their perceived probability of being forced out, or were making no attempt to reconcile their plans with what they actually believe will happen. In either case, this seeming anomaly in the data makes it difficult to determine how the downsizing was effecting RNs' career intentions.

Other somewhat confusing patterns in the results are also difficult to interpret. For instance, among Active Duty RNs, satisfaction with job security and positive perceptions of the downsizing system's effectiveness were *negatively* associated with career intentions. The latter result also holds for Reserve RNs. Why satisfaction with such elements would be associated with a shorter planned tenure with the ANC is anyone's guess. The same can be said for such findings as a positive relationship between the amount of life stress and a willingness to remain in the Army.

Other results, however, are consistent with expectations. Positive relationships between a stronger desire to stay in the ANC and/or a desire to stay longer and such elements as satisfaction with the promotion system, job satisfaction following ODS/S and satisfaction with the amount of regulations and discipline all conform to traditional notions of tenure decision making.

Time in service also appears to be related to how long one plans to remain. The positive relationship between these two elements in the Active Duty sample makes a good deal of sense; the longer you have already committed, the more likely you'll want to remain. It also is logical that, for the Reserves, those who have a longer period before completing their current commitment are less likely to indicate that they will remain. The notion of

reenlisting probably seems more remote when one has a longer time to serve just to get to that point. The one time-retention relationship that defies explanation is the negative weight for time on active duty among Reserve RNs.

Organizational commitment can be seen as playing a role in retention planning, as demonstrated by desire to stay, Reserve/Guard plans, and importance of what happens to the Army all being positively associated with longer planned tenure. Amongst the Reserve RNs, this same pattern can be seen with recommending a military career and the importance of what happens to the Army.

Perhaps the most surprising result is the apparently slight impact of ODS/S on career plans. The Gulf War was a major focus of the STAMP surveys. Questions addressed such topics as the impact deployment had on soldiers' families, unit and individual performance while deployed, and satisfaction with various job elements over the course of the war. However, none of these items emerged as significant predictors of future plans vis a vis the military.

Perhaps the best explanation for this result is that ODS/S was, after all, history. It is apparent from the data that the prospect of *future* conflicts did have an impact on retention plans. Among both Active Duty and Reserve RNs, those who indicated that they did not think the Army would be involved in combat during their term of service were less inclined to consider remaining in the military over the long haul.

Among Reserve respondents, the likelihood of future combat and the willingness to volunteer for such actions were also related to desire to remain in the Army. Perhaps because they are not full-time soldiers, Reservists also appeared concerned about their physical capabilities. This is reflected in the fact that those who agreed that they could endure combat and those with higher Army Physical Readiness Test (APRT) scores expressed a stronger inclination to continue their Reserve/Guard service.

The impact of ODS/S, then, appears to have been indirect. That is, ones' specific experiences during the Gulf War and attitudes about it bore little relation to whether one planned to stay in the Army. However, this large scale mobilization did highlight the potential for service in and around combat zones, and the prospect of future actions of this type did appear to negatively influence propensity to remain in service.

The importance of family-related factors, particularly among the Active Duty forces, is not surprising. Over the years, the Army has had to jettison the attitude that, "if we wanted you to have a family we would have issued you one." Previous research has clearly demonstrated that retention decisions are strongly influenced by the opinions and desires of spouses (Orthner, 1990). This appears to be true for RNs as well, as the supportiveness of the spouse and his/her satisfaction with the way in which the Army supports its families were both related to desire to remain in. Also important were the amount of stress one has felt in his or her personal and family life and how the family adapted during ODS/S. Given that they are part-time soldiers, it is not surprising that such issues were not strongly related to retention among Reservists; having "regular" lives apart from the Army means that their families are less effected by military-related events.

Recommendations

The major recommendation that emerges from these analyses concerns the importance of information about and, to the extent possible, reassurance regarding the downsizing. The drawdown appears to be a major reason why these RNs thought they would leave the Army sooner rather than later. Again, it is unclear whether this was because they thought they would be forced out or that they planned to leave for some other reason. Either way, concrete, accurate information about short- and long-term personnel actions would appear to be a requirement to ease their concerns. Of course, this is easier said than done in an ever-changing venue that is subject to the vagaries of political will and international events.

A continued focus on the importance of family factors in maintaining and retaining a satisfied workforce also appears warranted. Particularly in the Active Duty forces, the spouses input and quality of family life emerge as significant predictors of desire to remain in the Army. These findings dovetail with a long line of research whose results underscore the value of family-related programs and services in retaining a qualified force.

The fact that job satisfaction and commitment to the Army are positively related to desire to remain with the service is hardly surprising. Further examination of these data, along with follow-up surveys or focus groups aimed at uncovering what aspects of Army nursing are associated (negatively or positively) with satisfaction and commitment will allow the ANC to continue and expand upon programs that foster these feelings and attitudes.

There are some things, however, that the ANC or larger Army cannot do to retain soldiers. And one of them is guarantee that they will not have to serve in and around combat zones. Apparently some who enlisted (not just in the ANC or the Army, for that matter) discounted the possibility that this might come about, and were surprised when they found themselves in mobilization status. However, there is little that can realistically be done if the prospect of this reoccurring is causing some to think twice about whether the ANC is for them. As someone once said, "Armies exist to kill people and break things." Consequently, the requirement that medical personnel be nearby to heal people and fix things is unavoidable. Efforts to recruit and retain personnel who are unaware of this fact or who enlist with fingers crossed that they will never have to serve in this capacity are misguided and, in the long run, counterproductive. Thus, although events such as ODS/S may hurt recruiting or retention efforts by reminding everyone of the true mission of the military, they also serve the useful purpose of weeding out those who would, when push comes to shove, find it difficult to accept and support that mission.

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APPENDIX A
Detailed Active and Reserve/Guard Results

Table A-1
Composite Variables, Factor Loadings, and Reliabilities for Time-Related Variables, Active Duty RNs

Composite		Variables	Factor Loadings			Reliabilities ¹		
#	Title		Before	During	After	Before	During	After
1	Unit Performance	E098 - Unit works as team	.76588	.62878	.71899	.83747	.83295	.81418
		E099 - Unit prepared to perform	.61215	.70564	.64391	.85095	.81437	.81912
		E100 - Morale high	.73286	.60737	.70016	.83940	.83317	.82157
		EA101 - Satisfaction w/ unit performance	.79613	.80081	.77223	.83085	.80227	.80413
		EA102 - Prepared for deployment	.61094	.64242	.56101	.85651	.82663	.84038
		EA105 - Confidence in combat performance	.53725	.58765	.55202	.86097	.84029	.83754
2	Unit Social Relations	EA084 - Others would do favor	.66962	.68752	.67238	.86937	.85492	.87468
		EA088 - There are others to relax with	.75418	.75046	.68657	.84838	.84194	.87229
		EA086 - Others will listen re job	.76988	.76724	.78371	.83745	.82370	.84069
		EA087 - Others will listen re family	.82466	.85433	.81243	.82813	.80730	.83773
3	Support Received	EA073 - Pay handled well	.37254	.50828	.47966	.73291	.67576	.75935
		EA074 - Mail delivered	.48612	.54008	.58160	.70891	.64768	.74517
		EA075 - Med/Dental Services Available	.47914	.30561	.48216	.71125	.66063	.76447
		EA077 - Time available to do job	.57086	.16719	.61679	.69127	.66194	.74306
		EA078 - Equipment available to do job	.71099	.47040	.63160	.64812	.61110	.72984
		EA079 - Transport available to do job	.63925	.51992	.70002	.68737	.62153	.74170
4	Leadership Satisfaction	EA093 - Trust in leaders	.78791	.70997	.82415	.91334	.89598	.81418
		EA094 - Confidence in leaders' ability	.91940	.90603	.89660	.90414	.88210	.81912
		EA095 - Leaders are open to suggestions	.83087	.78520	.73208	.91255	.89395	.82517
		EA096 - Immediate leader is good	.92620	.93232	.92241	.90072	.87661	.80413
		EA097 - Unit leaders work as team	.67101	.61405	.62875	.92264	.90777	.84038
		EA106 - Leaders do well in combat	.66294	.57237	.61016	.92708	.90846	.83754
5	Job Satisfaction	EA076 - Morale is high	.57697	.48186	.73717	.74316	.72245	.80976
		EA081 - Work is appreciated	.51815	.36226	.57751	.75036	.72856	.82236
		EA082 - Satisfied with job	.71818	.45760	.74326	.72580	.71584	.80443
		EA089 - (Don't) want to leave Army	.59486	.66257	.73331	.74587	.73958	.81452
		EA090 - Boredom is (not) a problem	.45756	.41200	.43180	.79769	.77767	.85777
		EA103 - Army cares about soldiers	.51438	.28203	.60077	.75420	.76327	.83176
6	Combat Preparedness	EA083 - Prepared for rapid deployment	.56999	.61854	.61285	*	*	*
		EA104 - Confident could perform in combat	.78189	.75356	.76983	*	*	*

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-2
Composite Item Factor Loadings and Reliabilities--Reserve RNs

Composite		Variables	Factor Loadings			Reliabilities ¹		
#	Title		Before	During	After	Before	During	After
1	Unit Performance	EA098 - Unit works as team EA099 - Unit prepared to perform EA100 - Morale high EA101 - Satisfaction w/ unit performance EA102 - Prepared for deployment EA105 - Confidence in combat performance	.67453 .81641 .65783 .80530 .66360 .56824	.64734 .76693 .51091 .77120 .64105 .58115	.65809 .80486 .51668 .78252 .69681 .60314	.87146 .85217 .86929 .85132 .87463 .88415	.83707 .82700 .85797 .82956 .84213 .85436	.85334 .83772 .86901 .83402 .85448 .86477
2	Unit Social Relations	EA084 - Others would do favor EA085 - There are others to relax with EA086 - Others will listen re job EA087 - Others will listen re family	.70133 .75134 .82783 .83414	.61178 .75140 .81121 .82801	.74765 .75395 .80365 .83773	.87168 .86694 .83955 .83918	.87041 .86183 .83500 .83629	.86571 .87405 .85602 .84929
3	Resources Available	EA077 - Time available to do job EA078 - Equipment available to do job EA079 - Transport available to do job	.57205 .79050 .55690	.61806 .69172 .35549	.59240 .75873 .54374	.65114 .59888 .66761	.53676 .42704 .61790	.65821 .59160 .65926
4	Leadership Satisfaction	EA093 - Trust in leaders EA094 - Confidence in leaders' ability EA095 - Leaders are open to suggestions EA096 - Immediate leader is good EA097 - Unit leaders work as team	.77837 .88315 .81355 .91363 .56603	.82356 .90922 .84075 .90129 .59466	.73413 .87895 .80478 .90680 .53077	.88950 .87807 .88682 .87094 .92685	.90203 .88771 .89928 .89017 .93837	.88303 .86586 .87532 .86091 .92091
5	Job Satisfaction	EA081 - Work is appreciated EA082 - Satisfied with job EA088 - Job is important EA090 - Boredom is (not) a problem	.69679 .78736 .49667 .49856	.33173 .28995 .09186 .17833	.61018 .76011 .63626 .50299	.72350 .67764 .74219 .78631	.65038 .59619 .70787 .75702	.75236 .69944 .74825 .81612
6	Combat Preparedness	EA080 - I am well trained EA083 - Prepared for rapid deployment EA091 - Confident in job skills EA104 - Confident could perform in combat	.62414 .40439 .65395 .48168	.73922 .45149 .74880 .46807	.73047 .54385 .66247 .51112	.63272 .66190 .68138 .65086	.59775 .66500 .63021 .68539	.62433 .67024 .68702 .69247

¹Composite reliability without the variable in question.

Table A-3
Composite Variables, Factor Loadings, and Reliability Information
Active Duty RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
1	Retention and Career Plans	F015 - Current career intentions E015 - Likely to stay in 20 years E016 - Likely to stay in more than 20 yrs. E023 - Would stay even if could retire E117 - Want to stay as long as can E194 - Number of active duty years planned	.78878 .86966 .74766 .64877 .61064 .82401	.86197 .85452 .86123 .87522 .87951 .85668
2	Events that Influence Plans	E196c - Impact of future ODS/S on plans E196d - Impact of possible combat action on plans	.92956 .89540	. .
3	Reserve/Guard Plans	E043a - Likelihood of joining USAR E043b - Likelihood of joining ARNG E043c - Likelihood of joining Active Guard/Reserve	.59810 .73428 .74492	.74622 .57684 .55959
4	Future Expectations	F018 - Expect to work in your functional area F019 - Expect to work in branch/operational specialty	.80255 .71026	. .
5	Training for/before ODS/S	EA069a - Adequacy of training before being deployed EA069c - Amount more training needed to do job well ODS/S EA069d - Similarity tasks trained and those performed ODS/S	.60252 .77122 .74429	.71881 .68937 .58770

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-3 (continued)
Composite Variables, Factor Loadings, and Reliability Information Active Duty RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
6	Satisfaction with Advancement	E020 - Competitiveness for schools/promotions E029 - Confidence that assignments will lead to promotions E030 - Confidence in promotions in line with interest/ability E158 - Satisfaction--promotion/advancement opportunities E159 - Satisfaction--access to education/training E160 - Satisfaction--assignments re professional development E162 - Satisfaction--assignment to leadership jobs E163 - Satisfaction--control over job assignments E164 - Satisfaction--fairness in performance evaluations	.56264 .79080 .66875 .62771 .53908 .79641 .58146 .45296 .42522	.89038 .86176 .86684 .86243 .87192 .85704 .86522 .86907 .87119
7	Job Fulfillment and Enjoyment	E120 - Satisfaction--level of job fulfillment/challenge E122 - Satisfaction--amount of enjoyment from job	.92956 .89540	. .
8	Satisfaction with Amount of Things	E125 - Satisfaction--number of quick response tasks E127 - Satisfaction--length of working hours E129 - Satisfaction--amount of paperwork E130 - Satisfaction--amount of personnel available to do work E144 - Satisfaction--special pay (such as bonuses)	.42779 .68203 .60170 .59153 .64995	.68675 .65905 .66023 .68770 .72461
9	Satisfaction Regarding Retention	E024 - Would take a lot to convince me stay beyond this term E025 - Would leave after 1st enlistment if had to do over	.83247 .76037	. .
10	Satisfaction re Anxiety Level	E112 - My job causes personal stress and anxiety E113 - Relations with coworkers cause stress and anxiety E115 - My health and safety on the job cause stress and anxiety	.60252 .77122 .74429	.52596 .61428 .67128
11	Family Stress Problems	E022B- Level of stress now in family/personal life E022D- Level of stress a year ago in family/personal life E022F- Level of stress two years ago in family/personal life E183A- How family managed before ODS/S E183B- How family managed during ODS/S	.55861 .64037 .66844 .60407 .59526	.70879 .67956 .70382 .70498 .70417

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-3 (continued)
Composite Variables, Factor Loadings, and Reliability Information
Active Duty RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
12	Support from Mate	E180a- Mate's supportiveness of you being in Army E180b- Mate's supportiveness of you making Army a career	.90077 .88918	. .
13	Satisfaction with Leadership	E131 - Satisfaction--level of competence of supervisors E121 - Satisfaction--amount of respect from superiors E124 - Satisfaction--quality of leadership and management	.60276 .50008 .49494	
14	Anxiety Associated with Current Army	E190d- Primary anxiety--change in Army personnel needs E190e- Primary anxiety--impending Congressional actions E190z- Primary anxiety--I don't have any	.70881 .71644 .77170	.52198 .58351 .62776
15	Satisfaction Regarding Other Benefits	E153 - Satisfaction--quality of Army life E141 - Satisfaction--dependent facilities/schools E142 - Satisfaction--quality of family service centers E146 - Satisfaction--level of education benefits E149 - Satisfaction--compensation for PCS moves E151 - Satisfaction--quality of commissary/exchanges E152 - Satisfaction--support and recreational services	.43767 .74029 .83072 .48249 .43399 .65690 .57896	.84427 .84868 .83382 .85782 .85874 .84079 .84178
16	Satisfaction re Medical/Dental Benefits	E140 - Satisfaction--quality of family medical/dental care E157 - Satisfaction--availability of family medical/dental care	.78715 .54776	. .
17	Satisfaction re Housing	E134 - Satisfaction--living conditions overseas E135 - Satisfaction--living conditions stateside E137 - Satisfaction--quality of government housing E154 - Satisfaction--availability of Army housing E155 - Satisfaction--quality of Army housing	.58740 .61118 .81546 .48042 .68933	.83970 .83152 .78216 .82954 .78430

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-3 (continued)
Composite Variables, Factor Loadings, and Reliability Information
Active Duty RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
18	Impact of Army Experience on Civilian Prospects	E028 - Have been taught skills of use in civilian jobs E034 - Army effect on ability (skills) to get civilian job E035 - Army effect on ability (characteristics) to get civilian job	.72088 .77354 .55527	.78346 .63961 .72862
19	Satisfaction re Army family standard of living	E027 - Army lets me provide important opportunities for family E026 - Army lets me attain standard of living wanted for family	.59202 .62450	. .
20	Recommend military career	E040 - Recommendation to good friend re Army recruiter E041 - Recommendation to acquaintance re Army enlistment E042A - Would like to see son join the military E042B - Would like to see daughter join the military	.61758 .65249 .79138 .76205	.77446 .76014 .72172 .73287
21	ODS/S Effect re Personal Mobilization	E064A - How well power of attorney worked E064B - How well up-to-date will worked E064C - How well family care plan worked E064D - How well SUREPAY worked	.84154 .8037988931 .88673 .90918 .89218
22	ODS/S Effect on Family	E184Z - Family experienced no difficulties with ODS/S E184E - Family worried about me during ODS/S E184H - Family worried about war during ODS/S73265 .83232 .79040
23	General Effects of Downsizing	E177 - Downsizing not the cause of marital problems E191A - Army will cut strength quickly and readiness will suffer E191B - Army will cut strength quickly and morale will suffer E191C - Army will cut strength quickly and my family will suffer E191D - Army will cut strength quickly and I will suffer	.75225 .54510 .56200 .82745 .77344	.80381 .77886 .76654 .70909 .71105
24	Satisfaction with Information from Military re Drawdown	E188A - Reliability of chain of command re personnel cuts E188B - Reliability of military peers re personnel cuts E189A - Accuracy of information information re cuts E189B - Timeliness of information re personnel cuts	.54677 .62500 .92556 .63031	.72999 .77315 .69676 .73199

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-3 (continued)
Composite Variables, Factor Loadings, and Reliability Information
Active Duty RNs

Composite		Variables	Factor Loadings	Reliabilities ^a
#	Title			
25	Effect of Downsizing on Career	E193A- Probability that you will be allowed to stay after term E193B- Probability that you will be promoted ahead of schedule	.72803 .73653	. .
26	Satisfaction with Information from Civilian Sources re Downsizing	E188G- Reliability--info from civilian newspapers re drawdown E188H- Reliability--info from civilian TV/radio re drawdown	.84536 .91661	. .
27	Satisfaction with Information from Military Papers re Downsizing	E188D- Reliability--post or command newspaper re drawdown E188E- Reliability--Army Times re drawdown	.46441 .83569	. .
28	Non-RA ODS/S Performance	E045B- Evaluation of U.S. Army Reserve ODS/S performance E045C- Evaluation of Army Nat'l Guard ODS/S performance E045D- Evaluation of Individual Ready Reserve performance E045E- Evaluation of retiree ODS/S performance	.85980 .93512 .91504 .82921	.88679 .87564 .85873 .93226
29	Opinions re Women in Combat	E206 - Women shouldn't be restricted if qualified E208A- Women should be allowed to serve in combat uniforms E208B- Women aviators should be allowed on combat flights E209 - Women should be given (vs. volunteer) for combat roles E210 - Effect of ODS/S on use of women in combat	.59312 .81879 .69554 .69592 .47086	.77595 .72899 .76274 .75215 .81105
30	Exemptions from Service	E202A- Single parents should be exempt from combat zones E202B- Both parents of kids < 6 months exempt from combat E202C- Either mom or dad exempt if both in military	.89110 .62773 .69633	.62107 .76636 .72722
31	Opinion re Reserves in ODS/S	E203A- Correct to call Reservists sho drill monthly in TPUs E203B- Correct to call IRR who had not completed term	.83638 .83247	. .
32	Reasons for not Opening Combat Specs to Women	E207A- Don't open combat specs to women--wouldn't qualify E207B- Don't open combat specs to women--wouldn't serve	.79789 .77635	. .
33	Advancement of Women	E204 - Women can't advance because fields closed E205 - Enough jobs open that women can advance at some rate	.76799 .75969	. .

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-4
Composite Variables, Factor Loadings, and Reliability Information
Reserve/Guard RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
1	Retention and Career Plans	G018 - Current career intentions with USAR/ARNG E117 - Want to stay as long as can E194 - Number of active duty years planned E024 - Difficult to convince to stay past current term	.68293 .75758 .48856 .81228	.74379 .76646 .84120 .74701
2	Events that Influence Plans	E196c - Impact of future ODS/S on plans E196d - Impact of possible combat action on plans E196a - Impact of ODS/S on future plans E196b - Impact of downsizing on future plans	.92334 .92466 .74805 .60394	.85146 .84947 .88290 .92630
3	Causes of Stress & Anxiety	E110 - The amount of work I am asked to do is fair E111 - I have too much work to do everything well E112 - My job causes me a great deal of personal stress E113 - Relations with the people I work with cause me stress E115 - My health and safety in my job cause me stress	.43217 .59600 .77621 .62092 .59046	.76992 .73927 .69682 .72147 .75545
4	Conflict Stress in Military Job	E022a - Level of stress in job now E022c - Level of stress in job 1 year ago E022e - Level of stress in job 2 years ago	.70451 .55862 .67693	.59588 .69632 .61537
5	Family/Life Conflict/Stress	E022b - Level of stress in personal life now E022d - Level of stress in personal life one year ago E022f - Level of stress in personal life two years ago	.74358 .60528 .59510	.58926 .62575 .63221

Composite reliability without the variable in question.

Table A-4 (continued)
Composite Variables, Factor Loadings, and Reliability Information
Reserve/Guard RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
6	Likelihood of Future Combat	E197b - Other ODS/S very likely in next 10 years E197c - If I stay in until retirement likely to be in combat zone	.68068 .70889	. .
7	Effect of Army on Civilian Plans	E027 - In USAR can provide family with important experiences E028 - Have been taught valuable skills for use in civilian jobs E034 - Effect of Army on job knowledge skills/abilities E035 - Effect of Army on personal characteristics	.48775 .68632 .85075 .68659	.76672 .68517 .69026 .71980
8	Current Army Causes No Anxiety	E190d- Primary source of uncertainty-changes in manpower E190e- Primary source of uncertainty-Congressional actions E190z- Primary source of uncertainty-none	.70147 .53290 .70135	.52256 .60576 .56489
9	Recommend Military Career	E040 - Advice to friend about seeing military recruiter E041 - Advice to someone just met about joining Army E042a- Like to see son join the military E042b- Like to see daughter join the military	.59341 .64103 .79209 .74476	.76432 .74391 .70261 .72121
10	Performance in ODS/S	E045a- Performance of Active Army in ODS/S E045b- Performance of USAR in ODS/S E045c- Performance of ARNG in ODS/S E045d- Performance of IRR in ODS/S E045e- Performance of retirees in ODS/S E045f- Performance of civilians in ODS/S	.77321 .81711 .83896 .78748 .69348 .77838	.92272 .90463 .90452 .90657 .91048 .90633
11	Quality of Training Before ODS/S	E069a- Adequacy of training before being deployed for ODS/S E069b- Adequacy of training while deployed for ODS/S E069c- Amount more training needed to do job well in ODS/S E069d- Similarity of tasks between training and deployment	.91210 .63960 .48901 .52696	.57673 .68150 .71542 .69882

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-4 (continued)
Composite Variables, Factor Loadings, and Reliability Information
Reserve/Guard RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
12	Women in Combat	E206 - Women should not be restricted from specialties E208a- Should women be able to serve in combat units E208b- Should women be able to serve on combat flights E209 - Women should be required to take combat roles E210 - Impact of ODS/S on view of roles of women	.55686 .86456 .71275 .71489 .54052	.81408 .75277 .78545 .77841 .81741
13	Exemptions from Wartime Service	E202a- Single parents exempt from deployment E202b- Both parents of children < 6 months old exempt E202c- Either father or mother when both in military exempt	.77291 .61458 .74942	.62904 .75423 .66057
14	Should Other than RA have Served in ODS/S	E203a- Reservists who drill monthly should have been called E203b- IRR should have been called	.67167 .84849	. .
15	Reasons not to open Combat Specs to Women	E207a- Combat specs remain closed-women wouldn't qualify E207b- Combat specs remain closed-women wouldn't want	.67822 .82621	. .
16	Advancement Opportunities for Women	E204 - Women can't advance as quickly because jobs closed E205 - Enough jobs open-women promoted same rate as men	.81543 .60662	. .
17	Satisfaction with Info from Army re Downsizing	E188a- Reliability of info from--Chain of command E188b- Reliability of info from--Military peers E188d- Reliability of info from--Post newspaper E188e- Reliability of info from--Army Times E188f- Reliability of info from--Army Reserve E189a- Accuracy of info from Army E189b- Timeliness of info from Army	.66670 .53270 .57164 .55131 .85885 .72153	.83280 .84085 .82895 .83632 .83580 .83218 .84090

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-4 (continued)
Composite Variables, Factor Loadings, and Reliability Information
Reserve/Guard RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
18	Effect of Downsizing on Career Intentions	E193a- Likelihood allowed to stay beyond current term E193b- Likelihood promoted on or ahead of schedule E193c- Likelihood you'll be able to serve until retirement	.80700 .66002 .66946	.56818 .65488 .64523
19	Effect of Downsizing on Personal Life	E191c- Army will cut strength quickly-family will suffer E191d- Army will cut strength quickly-I will suffer for family	.92616 .75979	. .
20	Info from civilian sources re Downsizing	E188g- Reliability of info from--civilian newspapers E188h- Reliability of info from--civilian TV & Radio		. .
21	Effect of Downsizing on Army	E191a - Army will cut strength quickly-readiness will suffer E191b - Army will cut strength quickly-morale will suffer	.74745 .90456	. .
22	Leaders and Downsizing	E192a - Army leadership will maintain quality Army E192b - Army leaders aware of frustrations	.49079 .82326	. .
23	Respect for USAR	G180g- Treated as equal by AD while deployed G180h- Reservists well integrated during ODS/S G180i- Deployed reservists not respected by AD personnel	.90889 .77056 ???	.65489 .74538 .81187
24	Experience needed by USAR	G180j- USAR/ARNG leaders need more AD experience G180k- USAR/ARNG units need more experience maneuvering	.88878 .66990	. .

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

Table A-4 (continued)
Composite Variables, Factor Loadings, and Reliability Information
Reserve/Guard RNs

Composite		Variables	Factor Loadings	Reliabilities ¹
#	Title			
25	Effect of ODS/S on family	E184e- Family worried about me during ODS/S E184h- Family worried about war during ODS/S E184z- Family experienced no ODS/S-related difficulties		.80811 .85724 .76824
26	Impact of Personal Mobilization Factors	E064b- How well did up-to-date will work during ODS/S E064c- How well did family care plan work during ODS/S E064e- How well did having someone handle finances work E064f- How did having someone take care of property work		.90762 .89468 .86192 .86572

Composite reliability without the variable in question. * Cannot be reported with only two variables in composite.

VARIABLES ENTERED INTO GENERAL LINEAR MODELS PROCEDURE
ACTIVE DUTY NURSES

DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

Round
Dropped¹

BLOCK 1

SRSEX	SEX -SELF REPORT	5
RANK	RANK-SELF REPORT	*
E007	YEARS ON ACTIVE DUTY	*
E008	NUM ADDITIONAL MONS OF AD-AR/NG SERVICE	2
E010	PHYSICAL READINESS TEST SCORE	2
F012	WHERE IN RATER'S PROFILE	5
E046B	EVER SERVE IN COMBAT ZONE	4
DEPLOY	DEPLOYED IN ODS/S OR NOT	5

BLOCK 2

E165	HOW MANY DEPENDENT CHILDREN	1
E166	HOW MANY DEPENDENT CHILDREN LIVE W/YOU	1
MARRI	MARRIED OR NOT MARRIED	1

BLOCK 3

COMP9	SATISFACTION RE: RETENTION	*
E114	WORKING CONDITIONS CAUSE STRESS/ANXIETY	*
E119	WHAT HAPPENS TO ARMY IS IMPORTANT TO ME	*
E123	HOW SATISFYING IS AMT OF REGS/DISCIPLINE	*
E128	HOW SATISFYING IS JOB'S GEOGR LOCATION	5
E136	HOW SATISFYING IS AMT OF OVERSEAS DUTY	2
E138	HOW SATISFYING ARE SPOUSE'S WK OPPT'IES	4
E139	HOW SATISFYING IS NUMBER OF PCS MOVES	2
E143	HOW SATISFYING IS AMOUNT OF BASIC PAY	2
E150	HOW SATISFYING IS AMT OF JOB SECURITY	*
E156	HOW SATISFYING IS AMOUNT FAM SEPARATION	2
E190A	ANGST EFFECT LACK OF EXP ON CAREER	2
E190B	ANGST EFFECT UNCLEAR GOALS ON CAREER	*
E197A	AGR NEV THGT COMBAT WHILE IN ARMY-AR/NG	*
COMP14	CURRENT ARMY CAUSES NO ANXIETY	*
COMP19	SATISFACTION RE: FAMILY STAND OF LIVING	*
E031	CURRENT SYSTEM EFF IN PROMOTING SOLDIERS	*
COMP13	SATISFACTION W/ LEADERS/MATE	3
ODSSC_4	ODS/S QUAL OF LEADERS COMPOSITE	2
ODSSC_5	ODS/S JOB SAT COMPOSITE	*

¹ Blocks of variables entered into regression sequentially. There were two criteria for maintaining blocks/variables in the model. 1) Blocks must provide significant incremental validity over previous block(s) previously entered; 2) Variables: Round 1 & 2-- $p < .20$ on first and last entry; Round 3-- $p < .15$ on first and last entry; Round 4-- $p < .10$ on first and last entry; Rounds 5 & 6-- $p < .05$ on first and last entry for Active Duty, $p < .01$ on first and last entry for Reserve/Guard.

DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

Round
DroppedBLOCK 4

E022A	LEVEL CONFLICT/STRESS IN MIL JOB NOW	1
COMP6	SATISFACTION W/ ADVANCEMENT	1
COMP8	SATISFACTION RE: AMOUNTS OF THINGS	1
COMP10	SATISFACTION RE: ANXIETY LEVEL	1
E109	TO SATISFY SOME ON JOB MUST UPSET OTHERS	1
E110	FAIR AMOUNT OF WORK ASSIGNED	1
E161	HOW SATISFYING ARE SKILL/TRAINING TO JOB	1
E190C	ANGST EFFECT UNCLEAR CRITERIA ON CAREER	1
E126	HOW SATISFYING IS LEV OF RECOG FOR ACCOM	1
E132	HOW SATISFYING IS COMPETENCE OF CO-WKERS	1
COMP7	JOB FULFILLMENT/ENJOYMENT	1

BLOCK 5

E145	HOW SATISFYING ARE RETIREMENT BENEFITS	1
E148	HOW SATISFYING IS QUAL MIL MED/DEN CARE	1
COMP15	SATISFACTION RE: OTHER BENEFITS	1
COMP16	SATISFACTION RE: MED/DENTAL BENEFITS	1
COMP17	SATISFACTION RE: HOUSING	1
E133	HOW SATISFYING ARE QUAL/AMT EQUIPMENT	1
ODSSC_3	ODS/S RESOURCES/SERV COMPOSITE	1

BLOCK 6

ODSSC_1	ODS/S UNIT PERF COMPOSITE	1
ODSSC_2	ODS/S UNIT SOCIAL COMPOSITE	1

BLOCK 7

COMP11	FAMILY STRESS/HOW THEY MANAGE	*
COMP12	SUPPORT FROM MATE	*
E180E	MATE SATISFIED W/ARMY'S SUPPORT OF FAMLY	*

DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

Round

Dropped

BLOCK 8

E192A	AGR LDRSHIP DECISIONS TO MAKE QUAL ARMY	2
E192B	AGR SR LEADRS AWARE JOB LOSS HARDSHIPS	5
E192C	AGR ARMY WILL PROTECT SOLDIERS' BENEFITS	2
COMP23	DOWNSIZING EFFECT RE: GENERAL	*
COMP24	DOWNSIZING RE: INFO FRM MILITARY	2
COMP25	DOWNSIZING EFFECT RE: ON CAREER	5
COMP26	DOWNSIZING RE: INFO FRM CIVILIAN SOURCES	*
COMP27	DOWNSIZING RE: MILITARY NEWSPAPERS	*
E193C	THINK ALLOWED TO SERVE UNTIL RETIREMENT	*
E193D	WILL BE SEPARATED INVOLUNTARILY	*
E193E	WILL BE OFFERED EARLY OUT	2
E196B	DOWNSIZING AFFECTD PLANS STAY ARMY-AR/NG	*
E032	CURRENT SYSTEM EFFECTIVE FOR DOWNSIZING	*

BLOCK 9

E045A	ACTIVE ARMY PERFORM WELL DURING ODS/S	1
COMP28	ODS/S PERF OTHER THAN REGULAR ARMY	1
MILSERV	HELPLEFULNESS OF MIL SERV	1
OTHSERV	HELPLEFULNESS OF OTHER SERV	1
E197D	AGR ODS/S DEPLOYMENT WENT WELL	1
E045F	CIVILIANS PERFORM WELL DURING ODS/S	1

BLOCK 10

E196A	ODS/S AFFECTED PLANS STAY IN ARMY-AR/NG	1
COMP21	ODS/S EFFECT RE: PERSONAL MOBILIZATION	1
COMP22	ODS/S EFFECT RE: ON FAMILY	1

BLOCK 11

ODSSC_6	AFTER ODS/S COMBAT PREP COMPOSITE	1
E013	HOW WELL PREPARED FOR WARTIME JOB	1
E033	PHYSICALLY FIT FOR COMBAT	1
EC080	AGR AF ODS/S-WELL TRAINED TO DO DUTY	1
COMP5	TRAINING BEFORE/FOR ODS/S	1
E046A	VOLUNTEER FOR DIRECT COMBAT SPECIALTY	1

BLOCK 12

E036	DIFFICULT TO FIND CIVILIAN JOB NOW	1
E039	NUMBER CIV JOBS APPLIED FOR IN LAST YR	1
COMP18	EFFECT OF ARMY EXP ON CIVILIAN JOBS	1

DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

Round
Dropped

BLOCK 13

COMP20 RECOMMEND MILITARY CAREER 4

BLOCK 14

E197B AGR|FUTURE ODS/Ss LIKELY 1

E197C AGR|COMBAT ZONE LIKELY IF IN ARMY-AR/NG 1

COMP2 EVENTS THAT INFLUENCE PLANS 1

COMP4 FUTURE EXPECTATIONS 1

BLOCK 15

COMP3 RESERVE/NG PLANS *

BLOCK 16

COMP29 WOMEN IN COMBAT 1

COMP30 EXEMPTIONS FROM MILITARY SERVICE 1

COMP31 SHOULD RES/RET/IRR CALLED FOR ODS/S 1

COMP32 PERCEP OF WOMEN IN COMBAT QUAL & WANTS 1

COMP33 ADVANCEMENT OF WOMEN 1

VARIABLES ENTERED INTO GENERAL LINEAR MODELS PROCEDURE
RESERVE/GUARD NURSES

DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

Round
Dropped²

BLOCK 1

SRSEX SEX -SELF REPORT	6
RANK RANK-SELF REPORT	2
G011A NUMBER YEARS ACTIVE DUTY	*
G011B NUMBER YEARS RESERVE DUTY	*
E008 NUM ADDITIONAL MONS OF AD-AR/NG SERVICE	*
G013 HOW LONG ASSIGNED TO PRESENT USAR/ARNG	6
E010 PHYSICAL READINESS TEST	*
F012 WHERE IN RATER'S PROFILE	4
E046B EVER SERVE IN COMBAT ZONE	2
Deploy IN ODS/S OR NOT	6

BLOCK 2

E165 HOW MANY DEPENDENT CHILDREN	5
E166 HOW MANY DEPENDENT CHILDREN LIVE W/YOU	2
Marri MARRIED/NOT MARRIED	2

BLOCK 3

G136 HIGHEST GRADE/LEVEL COMPLETED TO DATE	3
G137 ATTENDING SCHOOL WHEN MOBILIZED	3
G138 TYPE OF SCHOOL WHEN MOBILIZED	2
G139 PORTION OF SEMESTER COMPLETED	2
G142 INTERRUPT PLANS BECAUSE OF MOBILIZATION	2

² Blocks of variables entered into regression sequentially. There were two criteria for maintaining blocks/variables in the model. 1) Blocks must provide significant incremental validity over previous block(s) previously entered; 2) Variables: Round 1 & 2-- $p < .20$ on first and last entry; Round 3-- $p < .15$ on first and last entry; Round 4-- $p < .10$ on first and last entry; Rounds 5 & 6-- $p < .05$ on first and last entry for Active Duty, $p < .01$ for Reserve/Guard.

DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

Round

Dropped

BLOCK 4

G144A	HOURS NORMALLY WORKED AT JOB	2
PRIV	WORK FOR PRIVATE COMPANY	2
GOV	WORK FOR GOVERNMENT	2
G144C	NUMBER OF PERMANENT EMPLOYEES	5
G145A	EMPLOYER'S PERSONNEL POLICY B4 ODS/S	4
G146A	EMPLOYER PAY DIF CIV PAY AND MIL PAY	2
G146B	EMPLOYER PAY PART DIF CIV PAY/MIL PAY	5
G146C	EMPLOYER CONTINUE HEALTH BENEFITS	2
G146D	EMPLOYER CONTINUE OTHER BENEFITS	2
G147	RETURNED TO CIV JOB HELD B4 ODS/S	3

BLOCK 5

E114	WORKING CONDITIONS CAUSE STRESS/ANXIETY	*
E119	WHAT HAPPENS TO ARMY IS IMPORTANT TO ME	*
E190A	ANGST EFFECT LACK OF EXP ON CAREER	2
E190B	ANGST EFFECT UNCLEAR GOALS ON CAREER	*
E197A	AGR NEV THGT COMBAT WHILE IN AR/NG	*
cmp24	USAR AMOUNT OF EXPERIENCE	6
cmp8	CURRENT ARMY CAUSES NO ANXIETY	*
cmp23	RESPECT FOR USAR	2
odssc4	AFTER ODS/S QUAL OF LEADERS COMPOSITE	5
odssc5	AFTER ODS/S JOB SAT COMPOSITE	*
E031	CURRENT SYSTEM EFF IN PROMOTING SOLDIERS	*

BLOCK 6

cmp4	LEVEL OF CONFLICT/STRESS IN MIL JOB	*
cmp3	CAUSES OF STREE/ANXIETY	3
E109	TO SATISFY SOME ON JOB MUST UPSET OTHERS	6
E190C	ANGST EFFECT UNCLEAR CRITERIA ON CAREER	3
odssc3	AFTER ODS/S RESOURCES COMPOSITE	2

BLOCK 7

odssc1	AFTER ODS/S UNIT PERF COMPOSITE	5
odssc2	AFTER ODS/S UNIT SOCIAL COMPOSITE	5

BLOCK 8

cmp5	LEVEL OF PERSONAL/FAMILY STRESS	5
E180A	MATE SUPPORTIVE OF BEING IN ARMY AR/NG	5
E180E	MATE SATISFIED W/ARMY'S SUPPORT OF FAMILY	5

DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

Round
DroppedBLOCK 9

cmp22	DOWNSZG RE: LEADERS	2
cmp19	DOWNSZG RE: EFFECT ON PERSONAL LIFE	*
cmp21	DOWNSZG RE: EFFECT ON ARMY	4
cmp17	DOWNSZG RE: INFO FROM ARMY	2
cmp18	DOWNSZG RE: EFFECT ON CAREER INTENTIONS	*
cmp20	DOWNSZG RE: INFO FROM CIV. SOURCES	2
E193D	WILL BE SEPARATED	*
E193E	WILL BE OFFERED EARLY OUT	3
E032	CURRENT SYSTEM EFFECTIVE FOR DOWNSIZING	2
E192C	AGR ARMY WILL PROTECT BENEFITS	3

BLOCK 10

E045A	ACTIVE ARMY PERFORM WELL IN ODS/S	1
cmp10	PERF. OF BRANCHES OTHER THAN RA	1
milserv	HELPLEFULNESS OF MIL SERV	1
othserv	HELPLEFULNESS OF OTHER SERV	1
E197D	AGR ODS/S DEPLOYMENT WENT WELL	1
E045F	CIVILIANS PERFORM WELL	1

BLOCK 11

cmp25	EFFECT OF ODS/S ON FAMILY	2
cmp26	PERSONAL MOBILIZATION	2

BLOCK 12

odssc6	AFTER ODS/S COMBAT PREP COMPOSITE	2
E013	HOW WELL PREPARED FOR WARTIME JOB	2
E033	PHYSICALLY FIT FOR COMBAT	*
EC080	AGR AF ODS/S-WELL TRAINED	2
cmp11	QUALITY OF TRAINING BEFORE ODS/S	2
E046A	VOLUNTEER FOR DIRECT COMBAT	*

BLOCK 13

E039	NUMBER CIV JOBS APPLIED FOR	6
cmp7	EFFECT OF ARMY EXP. ON CIV. PLANS	*

BLOCK 14

cmp9	RECOMMEND MILITARY CAREER	*
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DEPENDENT VARIABLE = RETENTION PLANS

* = In final model

**Round
Dropped**

BLOCK 15

cmp6	LIKELIHOOD OF FUTURE COMBAT	*
cmp2	EVENTS THAT INFLUENCE PLANS	*

BLOCK 16

cmp12	WOMEN IN COMBAT	1
cmp13	EXEMPTIONS FROM MILITARY SERVICE	1
cmp14	OTHER THAN REG. ARMY, CALLED TO ODS/S	1
cmp15	PERCEPTIONS OF WOMEN IN COMBAT	1
cmp16	ADVANCEMENT OPPORTUNITIES FOR WOMEN	1